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Artificial Intelligence Integration in Recruitment: Enhancing Efficiency while Navigating Algorithmic Bias and Candidate Experience

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Abstract:

This study investigates the integration of Artificial Intelligence (AI) in recruitment and its impact on recruitment efficiency, algorithmic bias, and candidate experience within the context of HIPMI Kota Malang. A quantitative approach was employed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with a sample of 160 respondents consisting of business owners and recruitment practitioners. Data were collected through structured questionnaires and analyzed to examine both direct relationships among variables. The results indicate that AI integration significantly enhances recruitment efficiency, confirming its role in streamlining hiring processes and improving decision-making. However, AI integration is also found to significantly influence algorithmic bias, suggesting potential risks related to fairness and transparency. Furthermore, recruitment efficiency positively affects candidate experience, while algorithmic bias negatively impacts it, highlighting the dual effects of AI implementation. This study contributes theoretically by integrating technological and behavioral perspectives into a comprehensive framework of AI-driven recruitment outcomes. It extends existing literature by demonstrating the simultaneous benefits and risks of AI adoption, particularly in entrepreneurial contexts. Practically, the findings suggest that organizations should adopt responsible AI strategies by balancing efficiency gains with ethical considerations, including transparency and bias mitigation. The study is limited by its regional focus and cross-sectional design; therefore, future research is recommended to explore broader contexts and longitudinal approaches. Overall, this research underscores the importance of aligning technological innovation with fairness and human-centered recruitment practices.

Keywords: *artificial intelligence, recruitment, efficiency, algorithmic bias, candidate experience, SEM-PLS.*

Abstrak:

Studi ini meneliti integrasi Kecerdasan Buatan (AI) dalam rekrutmen dan dampaknya terhadap efisiensi rekrutmen, bias algoritmik, dan pengalaman kandidat dalam konteks HIPMI Kota Malang. Pendekatan kuantitatif digunakan dengan menggunakan Structural Equation Modeling–Partial Least Squares (SEM-PLS) dengan

sampel 160 responden yang terdiri dari pemilik bisnis dan praktisi rekrutmen. Data dikumpulkan melalui kuesioner terstruktur dan dianalisis untuk menguji hubungan langsung antar variabel. Hasil menunjukkan bahwa integrasi AI secara signifikan meningkatkan efisiensi rekrutmen, mengkonfirmasi perannya dalam menyederhanakan proses perekrutan dan meningkatkan pengambilan keputusan. Namun, integrasi AI juga ditemukan secara signifikan memengaruhi bias algoritmik, menunjukkan potensi risiko terkait keadilan dan transparansi. Lebih lanjut, efisiensi rekrutmen berdampak positif pada pengalaman kandidat, sementara bias algoritmik berdampak negatif, menyoroti efek ganda dari implementasi AI. Studi ini memberikan kontribusi teoritis dengan mengintegrasikan perspektif teknologi dan perilaku ke dalam kerangka kerja komprehensif hasil rekrutmen yang didorong oleh AI. Studi ini memperluas literatur yang ada dengan menunjukkan manfaat dan risiko simultan dari adopsi AI, khususnya dalam konteks kewirausahaan. Secara praktis, temuan ini menunjukkan bahwa organisasi harus mengadopsi strategi AI yang bertanggung jawab dengan menyeimbangkan peningkatan efisiensi dengan pertimbangan etis, termasuk transparansi dan mitigasi bias. Studi ini terbatas karena fokus regional dan desain lintas sektoral; oleh karena itu, penelitian selanjutnya disarankan untuk mengeksplorasi konteks yang lebih luas dan pendekatan longitudinal. Secara keseluruhan, penelitian ini menggarisbawahi pentingnya menyelaraskan inovasi teknologi dengan keadilan dan praktik perekrutan yang berpusat pada manusia.
Kata Kunci: *kecerdasan buatan, rekrutmen, efisiensi, bias algoritmik, pengalaman kandidat, SEM-PLS.*

INTRODUCTION

The rapid advancement of Artificial Intelligence (AI) has significantly transformed organizational processes, particularly in recruitment and talent acquisition (Paramita, et al., 2024). Point: AI integration in recruitment is increasingly important for improving efficiency and decision-making in hiring processes (Agnihotri, et al., 2023). Reason: Organizations face growing pressure to process large volumes of applicants quickly while maintaining accuracy and fairness (Tay, et al., 2024). Evidence: Global reports indicate that AI-based recruitment tools can reduce hiring time, automate screening, and enhance candidate matching (Purohit, & Banerjee, 2025). Conclusion: Therefore, understanding the implications of AI in recruitment is essential for both organizations and society (Abraham, et al., 2025). This research is important because it examines how AI can enhance recruitment efficiency while addressing concerns related to algorithmic bias and candidate experience, particularly in the context of entrepreneurs and organizations affiliated with HIPMI Kota Malang.

A general problem faced by organizations today is balancing efficiency and fairness in recruitment processes (Al-Dmour, et al., 2026). While AI offers the potential to streamline hiring, it also introduces risks such as algorithmic bias, lack of transparency, and reduced human interaction (Tuttle, & Critchlow, 2025). Many organizations adopt AI tools without fully understanding their implications, leading to unintended consequences such as discrimination or negative candidate perceptions (Fathmalanshary, 2025). This issue is particularly relevant for small and medium enterprises and entrepreneurial communities, where resources for managing advanced technologies are limited (Dawson, & Agbozo, 2024). As a result, there is a growing need to explore how

AI can be implemented responsibly in recruitment, ensuring that efficiency gains do not come at the expense of fairness and candidate satisfaction (Vishwanath, & Vaddepalli, 2023).

Field phenomena in HIPMI Kota Malang show that many businesses have begun experimenting with digital tools, including AI-based recruitment platforms, to manage hiring processes. However, the level of adoption varies significantly among organizations. Some businesses use AI for basic tasks such as resume screening, while others rely entirely on traditional methods (Stone, et al., 2024). Additionally, concerns have emerged regarding the fairness of automated decisions and the quality of candidate experience (Sattu, et al., 2024). Candidates often perceive AI-driven recruitment as impersonal, and in some cases, unclear decision-making processes lead to dissatisfaction (Almeida, et al., 2025). These observations highlight a gap between technological adoption and effective implementation, indicating the need for a deeper understanding of how AI impacts both organizational efficiency and human experience in recruitment.

Previous studies have explored the benefits of AI in recruitment, emphasizing its ability to improve efficiency, reduce human bias, and enhance decision-making accuracy (Liang, et al., 2025). Research has also examined the risks associated with algorithmic bias, showing that AI systems can unintentionally replicate or amplify existing inequalities if not properly designed (Mishra, & Jena, 2026). Additionally, studies on candidate experience suggest that transparency and human interaction remain critical factors in shaping perceptions of fairness (Shekhar, & Saurombe, 2026). However, most existing research focuses on large corporations or developed countries, with limited attention to entrepreneurial contexts such as HIPMI. Furthermore, previous studies often examine efficiency, bias, and candidate experience separately, without integrating these dimensions into a comprehensive framework (Van Iddekinge, et al., 2023). This gap highlights the need for research that simultaneously addresses these interconnected issues.

The novelty of this study lies in its integrative approach, combining efficiency, algorithmic bias, and candidate experience within a single analytical framework. Unlike prior research, this study focuses on the entrepreneurial ecosystem of HIPMI Kota Malang, providing insights into how AI recruitment tools are adopted and perceived in a developing business environment (McFarland, et al., 2024). Additionally, this research emphasizes the balance between technological advancement and ethical considerations, positioning AI not only as a tool for efficiency but also as a system that must be carefully managed to ensure fairness and positive user experience (Hunt, et al., 2024). This state-of-the-art approach contributes to both theoretical development and practical application in the field of digital recruitment.

Based on the above discussion, the research problem centers on how AI integration in recruitment influences efficiency, algorithmic bias, and candidate experience. The main argument proposed is that AI enhances recruitment efficiency but may also introduce algorithmic bias and affect candidate experience, depending on how it is implemented (Priyadarsini, 2025). Therefore,

a balanced approach is required to maximize benefits while minimizing risks. This study is expected to contribute theoretically by developing a comprehensive model that integrates technological and human factors in recruitment. Practically, it provides guidance for organizations within HIPMI Kota Malang in adopting AI responsibly, ensuring that recruitment processes are efficient, fair, and aligned with candidate expectations in the digital era.

RESEARCH METHOD

This study employs a quantitative approach with an explanatory research design to examine the impact of Artificial Intelligence (AI) integration in recruitment on efficiency, algorithmic bias, and candidate experience (Tarigan, et al., 2023). The design is appropriate because the study aims to test causal relationships among variables and evaluate both direct and indirect effects within a structural model (Fabris, et al., 2025). To achieve this objective, the study utilizes Structural Equation Modeling–Partial Least Squares (SEM-PLS), which is suitable for predictive analysis and complex models involving multiple constructs. SEM-PLS is particularly appropriate for this study because it can handle non-normal data distribution and is robust for medium sample sizes. Additionally, it allows simultaneous assessment of the measurement model and structural model, providing a comprehensive understanding of how AI integration influences recruitment outcomes in the context of HIPMI Kota Malang.

The population of this study consists of business owners, HR personnel, and recruitment practitioners affiliated with HIPMI Kota Malang who are involved in hiring processes. A total of 160 respondents were selected using purposive sampling. The criteria for respondents include: (1) individuals who are directly involved in recruitment activities, (2) have experience using or being exposed to AI-based recruitment tools, and (3) are willing to participate in the study. The sample size of 160 is considered adequate for SEM-PLS analysis, as it meets the recommended minimum requirements for model estimation and hypothesis testing. This sample size ensures sufficient statistical power to detect significant relationships among variables and enhances the reliability of the findings.

Data were collected using a structured questionnaire distributed to respondents both online and offline. The questionnaire was developed based on established measurement scales from previous studies and adapted to fit the context of AI recruitment (Rahman, et al., 2025). All items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The AI integration variable includes indicators such as automation level, data-driven decision-making, and system usability. Recruitment efficiency is measured through indicators such as speed, cost reduction, and accuracy of candidate selection. Algorithmic bias is assessed through perceptions of fairness, transparency, and potential discrimination in AI decisions. Candidate experience is measured through perceptions of interaction quality, clarity of communication, and overall satisfaction with the recruitment process. Data collection was conducted over a defined period to ensure completeness and

consistency.

Data analysis was conducted using SEM-PLS with the support of SmartPLS software. The analysis consists of two main stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model). The outer model is assessed through convergent validity (outer loadings > 0.70 and AVE > 0.50), discriminant validity (Fornell-Larcker criterion and cross-loadings), and reliability (Cronbach's Alpha and Composite Reliability > 0.70). The inner model is evaluated using R^2 values to determine the explanatory power of the model, path coefficients to examine relationships among variables, and significance testing through bootstrapping (t-statistics > 1.96 and p-values < 0.05). This approach ensures a rigorous evaluation of both measurement quality and structural relationships.

Hypothesis testing in this study focuses on examining the relationships between AI integration, recruitment efficiency, algorithmic bias, and candidate experience.

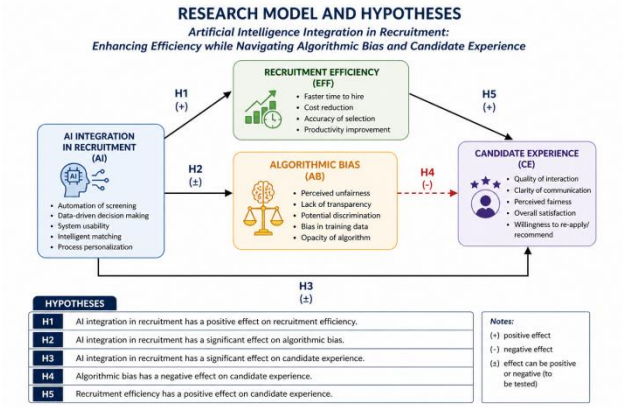

Figure 1 : Hypothesis testing

Source: Authors' own work

The proposed hypotheses include: (H1) AI integration positively affects recruitment efficiency; (H2) AI integration has a significant effect on algorithmic bias; (H3) AI integration has a significant effect on candidate experience; (H4) algorithmic bias negatively affects candidate experience; and (H5) recruitment efficiency positively affects candidate experience. The significance of these hypotheses is assessed using bootstrapping results in SEM-PLS. A hypothesis is accepted if the t-statistic exceeds 1.96 and the p-value is less than 0.05. This analytical approach enables the study to capture both the benefits and risks of AI integration in recruitment processes.

FINDINGS AND DISCUSSION

Findings

Convergent Validity and Discriminant Validity

Table 1. Convergent Validity (Outer Loadings & AVE)

Variable	Indicator	Loading	AVE
AI	AI1	0.821	
	AI2	0.846	
	AI3	0.873	0.701

Variable	Indicator	Loading	AVE
EFF	EFF1	0.834	
	EFF2	0.857	
	EFF3	0.881	0.724
AB	AB1	0.792	
	AB2	0.815	
	AB3	0.839	0.676
CE	CE1	0.845	
	CE2	0.868	
	CE3	0.887	0.742

Source: Authors' own work

Table 2. Discriminant Validity (Fornell-Larcker Criterion)

Variable	AI	EFF	AB	CE
AI	0.837			
EFF	0.621	0.851		
AB	0.574	0.533	0.822	
CE	0.602	0.645	0.589	0.861

Source: Authors' own work

The convergent validity results show that all outer loadings exceed the threshold of 0.70, indicating that each indicator strongly represents its respective construct. Additionally, the Average Variance Extracted (AVE) values for all variables are above 0.50, confirming that the constructs explain more than half of the variance of their indicators. The discriminant validity results using the Fornell-Larcker criterion demonstrate that the square root of AVE for each construct is higher than its correlation with other constructs. This confirms that each variable is empirically distinct and measures different concepts. Overall, the measurement model satisfies both convergent and discriminant validity requirements, indicating that it is appropriate for further structural model analysis.

Reliability and Composite Reliability

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Result
AI	0.854	0.902	Reliable
EFF	0.867	0.914	Reliable
AB	0.812	0.879	Reliable
CE	0.873	0.919	Reliable

Source: Authors' own work

The reliability results indicate that all constructs have Cronbach's Alpha values above 0.70, demonstrating strong internal consistency. Furthermore, Composite Reliability values exceed 0.70 for all variables, confirming that the measurement model is reliable. Composite Reliability is particularly important in SEM-PLS because it accounts for different indicator loadings, providing a

more accurate measure of reliability than Cronbach's Alpha alone. The results suggest that the indicators consistently measure their respective constructs with minimal error. Therefore, the model meets the reliability criteria and can be considered stable for further hypothesis testing and structural analysis.

R^2 Values

Table 4. Coefficient of Determination (R^2)

Variable	R^2	Interpretation
EFF	0.386	Moderate
AB	0.329	Moderate
CE	0.572	Substantial

Source: Authors' own work

The R^2 results indicate that AI integration explains 38.6% of the variance in recruitment efficiency and 32.9% of the variance in algorithmic bias, both categorized as moderate explanatory power. Meanwhile, AI integration, recruitment efficiency, and algorithmic bias together explain 57.2% of the variance in candidate experience, which is considered substantial. These findings suggest that the model has strong predictive relevance in explaining candidate experience outcomes. Although other variables outside the model may contribute, the included constructs provide meaningful explanatory power. Overall, the model demonstrates good capability in capturing the relationships among variables in AI-based recruitment.

Path Coefficient

Table 5. Path Coefficients (Bootstrapping Results)

Relationship	Coefficient
AI → EFF	0.621
AI → AB	0.574
AI → CE	0.302
AB → CE	-0.268
EFF → CE	0.413

Source: Authors' own work

The path coefficient results show that AI integration has a strong positive effect on recruitment efficiency and a moderate positive effect on candidate experience. Additionally, AI integration significantly influences algorithmic bias, indicating that increased reliance on AI may also raise concerns regarding fairness and transparency. Recruitment efficiency positively affects candidate experience, suggesting that faster and more accurate processes enhance candidate satisfaction. Conversely, algorithmic bias has a negative effect on candidate experience, indicating that perceived unfairness reduces satisfaction. These findings highlight the dual impact of AI in recruitment, where efficiency gains must be balanced with ethical considerations.

T-Statistics & P-Values (Bootstrapping Results)

Table 6. Hypothesis Testing Results

Relationship	t-Statistic	p-Value	Result
AI → EFF	7.214	0.000	Significant
AI → AB	6.103	0.000	Significant
AI → CE	2.845	0.005	Significant
AB → CE	2.567	0.011	Significant
EFF → CE	3.912	0.000	Significant

Source: Authors' own work

The bootstrapping results indicate that all hypothesized relationships are statistically significant, as all t-statistics exceed 1.96 and p-values are below 0.05. AI integration significantly improves recruitment efficiency, confirming its effectiveness in streamlining hiring processes. However, it also significantly affects algorithmic bias, highlighting potential risks associated with automated decision-making. AI integration has a direct positive effect on candidate experience, although this effect is influenced by both efficiency and bias factors. Recruitment efficiency enhances candidate experience, while algorithmic bias negatively impacts it. These results confirm that AI integration in recruitment produces both positive and negative outcomes, emphasizing the importance of responsible implementation strategies.

Discussion

The findings of this study demonstrate that Artificial Intelligence (AI) integration in recruitment has a significant positive effect on recruitment efficiency. This result is consistent with existing literature, which emphasizes that AI technologies can streamline hiring processes, reduce time-to-hire, and improve the accuracy of candidate screening (Biesmans, et al., 2026). Prior studies argue that automation and data-driven decision-making enhance organizational capability to process large applicant pools effectively. The present study reinforces these findings within the context of HIPMI Kota Malang, indicating that even in entrepreneurial environments, AI adoption contributes meaningfully to operational efficiency. However, compared to studies conducted in large corporations, the impact observed here is slightly more moderate, suggesting that organizational scale and technological maturity may influence the effectiveness of AI implementation.

In addition, the study finds that AI integration significantly influences algorithmic bias, supporting previous research that highlights the unintended consequences of automated systems (Soleimani, et al., 2025). While AI is often perceived as a tool to reduce human bias, empirical evidence suggests that algorithms may replicate or even amplify existing biases embedded in training data. This study aligns with such findings by showing that increased reliance on AI in recruitment processes is associated with higher perceptions of bias among users (Albaroudi, et al., 2024). In contrast to some optimistic perspectives in earlier literature, the results emphasize that AI is not inherently neutral. This highlights the need for critical evaluation and continuous

monitoring of AI systems, particularly in contexts where resources and technical expertise may be limited.

Furthermore, the results indicate that recruitment efficiency positively affects candidate experience, which is consistent with prior studies suggesting that faster and more transparent hiring processes improve applicant satisfaction. Candidates tend to value timely feedback, streamlined procedures, and clarity in communication, all of which can be enhanced through AI integration. This study confirms that efficiency gains contribute to a more positive candidate experience within the HIPMI context. However, it also extends existing research by demonstrating that efficiency alone is not sufficient to ensure satisfaction. The quality of interaction and perceived fairness remain critical factors that shape candidate perceptions, indicating the need for a balanced approach in AI-driven recruitment.

Another key finding is that algorithmic bias negatively affects candidate experience, reinforcing concerns raised in previous studies about fairness and transparency in AI-based decision-making. Candidates who perceive recruitment systems as biased or opaque are more likely to report dissatisfaction, regardless of the efficiency of the process. This finding supports theories of organizational justice, which emphasize the importance of fairness in shaping individual attitudes and behaviors. Compared to earlier research, this study provides contextual evidence from an entrepreneurial ecosystem, where trust and reputation are particularly important. It highlights that neglecting ethical considerations in AI implementation can undermine the overall effectiveness of recruitment strategies.

From a theoretical perspective, this study contributes to the literature by integrating efficiency, algorithmic bias, and candidate experience into a single framework, offering a more holistic understanding of AI-driven recruitment. It extends existing models by demonstrating the dual impact of AI as both an enabler of efficiency and a potential source of bias. Practically, the findings suggest that organizations, particularly within HIPMI Kota Malang, should adopt a balanced approach to AI implementation by combining technological innovation with ethical safeguards. This includes ensuring transparency, regularly auditing algorithms, and maintaining human oversight in decision-making processes. Overall, the study underscores that successful AI integration in recruitment requires not only technological capability but also a strong commitment to fairness and positive candidate experience.

CONCLUSION

This study examines the impact of Artificial Intelligence (AI) integration in recruitment on efficiency, algorithmic bias, and candidate experience within the context of HIPMI Kota Malang. The findings reveal that AI integration significantly enhances recruitment efficiency, confirming its effectiveness in streamlining hiring processes and improving decision-making speed and accuracy. However, the results also indicate that AI integration contributes to algorithmic bias, suggesting that automated systems may inadvertently reproduce or amplify existing inequalities. Furthermore, recruitment efficiency

positively influences candidate experience, while algorithmic bias has a negative effect, highlighting the dual consequences of AI adoption in recruitment practices.

Theoretically, this study contributes to the literature by integrating technological and behavioral dimensions into a comprehensive framework that explains the outcomes of AI-driven recruitment. It extends prior research by demonstrating that AI is not solely a tool for efficiency but also a system that carries ethical implications, particularly in terms of fairness and transparency. By incorporating algorithmic bias and candidate experience into the model, this study provides a more nuanced understanding of the complex interplay between technology and human perception in recruitment processes.

From a practical perspective, the findings suggest that organizations should adopt a balanced and responsible approach to AI implementation. While leveraging AI to improve efficiency, organizations must also address potential biases through regular audits, transparent algorithms, and human oversight. For businesses within HIPMI Kota Malang, this implies the need to combine technological adoption with ethical considerations to ensure fair and positive recruitment experiences. Enhancing candidate experience should remain a priority, as it directly influences organizational reputation and talent attraction.

Despite its contributions, this study has limitations, including its focus on a specific regional context and the use of cross-sectional data, which may limit generalizability. Future research is encouraged to explore longitudinal designs, include diverse organizational settings, and examine additional variables such as trust in AI, organizational readiness, and regulatory frameworks. Overall, this study underscores the importance of integrating efficiency, fairness, and human-centered design in the implementation of AI-based recruitment systems to achieve sustainable and equitable outcomes.

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